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# Annual report of the World Food Programme for 2011

## Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual report of the World Food Programme for 2011, as approved by the Board of the Programme in its decision 2012/EB.1/2, which is also attached.

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**Decision 2012/EB.1/2 of the Executive Board of the World Food Programme adopted by the Board at its first regular session of 2012 (13-15 February 2012)**

## Annual report for 2011 to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations

The Board approved the annual report for 2011 to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations (WFP/EB.1/2012/4/Rev.1). In accordance with its decision 2004/EB.A/11, the Board requested that the annual report be forwarded to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations, along with the Board's decisions and recommendations.

*13 February 2012*

# Annual report of the World Food Programme for 2011 to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations

*Summary*

The World Food Programme (WFP) continued to enhance its multilateral and country-level partnerships during 2011, in accordance with its Strategic Plan (2008-2013), in a context of volatile food prices, large-scale emergencies and persistent hunger.

The Programme contributed to the work of the United Nations Development Group and other partnerships and participated in events such as the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul, Turkey, from 9 to 13 May 2011, the Fourth High-level Intergovernmental Conference on "Delivering as one", held in Montevideo, from 8 to 10 November 2011 and the Fourth High-level Forum on Aid Effectiveness, held in Busan, Republic of Korea, from 29 November to 1 December 2011, and is supporting the preparation of the United Nations Conference on Sustainable Development, to be held in Rio de Janeiro, Brazil, from 20 to 22 June 2012.

The Programme worked with the Rome-based agencies, other international organizations and entities such as the High-level Task Force on the Global Food Security Crisis in support of outcomes of the General Assembly, the Committee on World Food Security and the Group of Twenty (G-20) to improve the food security and nutrition of vulnerable people, including commitments of G-20 to support food assistance, safety nets and supply chains and to remove export restrictions and taxes on food for humanitarian purposes. WFP contributed to United Nations coherence through participation in the United Nations System Chief Executives Board for Coordination and its subsidiary bodies, and the Executive Director was reappointed Chair of the High-level Committee on Management, which led inter-agency work to harmonize business practices to enhance the efficiency and effectiveness of the United Nations system.

In the emergency context, WFP led the logistics and the emergency telecommunications clusters, and co-led the food security cluster. It also participated in the work of the Inter-Agency Standing Committee to reform and strengthen leadership, accountability, coordination and emergency response and in the work of the Executive Committee on Humanitarian Affairs on policy and operational issues for major emergencies. WFP, Oxfam and the Food and Agriculture Organization of the United Nations (FAO), with support from other partners, worked to implement a Plan of Action for the Horn of Africa, which links long-term development of resilience and livelihoods to recovery and ongoing relief. In the Horn of Africa, WFP delivered humanitarian food to 8 million people affected by drought and also provided safety nets that prevented 4 million people from facing famine.

The Programme was expected to receive funding of $3.75 billion in 2011, against assessed needs of $5.9 billion. The top 10 donors in 2011 were the Governments of Australia, Brazil, Canada, Germany, Japan, the Netherlands, Sweden, the United Kingdom of Great Britain and Northern Ireland and the United States of America, as well as the European Commission. The private sector was also a major donor.

The Programme consolidated its shift from food aid to food assistance, deploying a broader set of tools, including new nutrition products, cash and voucher projects, local food purchases through the Purchase for Progress initiative and asset-creation programmes for food security, climate change adaptation and disaster risk reduction. Greater attention has been given to vulnerability analysis, needs assessments, capacity development and gender, working through a broad range of partnerships with United Nations agencies, non-governmental organizations and the private sector, which are fundamental to the scope, cost effectiveness and impact of WFP operations. New and more flexible approaches to resource use have emerged from revision of the financial framework and the new three-year management plan and annual budget, diversification of the donor base and multi-year funding agreements.

A major priority was support for regional and country-led actions to address hunger and food insecurity, in collaboration with such organizations as the African Union, the Economic Commission for Latin America and the Caribbean and the Association of Southeast Asian Nations. WFP supports Scaling Up Nutrition and the Renewed Efforts Against Child Hunger (REACH) initiative, established by WFP with the World Health Organization, the United Nations Children's Fund and FAO, and chairs the Standing Committee on Nutrition.

## Contributing to the coherence and effectiveness of the United Nations system

### Funding for operational activities

1. Funding for the World Food Programme (WFP) was expected to reach $3.75 billion in 2011, against assessed needs of $5.9 billion, despite pressures on national budgets; by 27 November 2011, WFP had received $3.29 billion in contributions from 82 sources, 79 of which were Governments. Sixteen donors contributed record levels of funding: Australia, Bhutan, Brazil, China, the Democratic Republic of the Congo, Ethiopia, Germany, Israel, Japan, Mauritania, Mexico, the Philippines, the Republic of the Congo, the Russian Federation, Sao Tome and Principe and the United Arab Emirates. The top 10 Government donors were Australia, Brazil, Canada, the European Commission, Germany, Japan, the Netherlands, Sweden, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

2. The Programme continued to diversify its donor base: by 27 November 2011, $53 million had been received from 28 host Governments, of which $33.1 million was for operations in their own countries; 37 emerging donors contributed $221 million, representing 6 per cent of contributions in 2011. Brazil and Saudi Arabia provided 60 per cent of the total contribution from emerging donors.

3. A priority in 2011 was to establish multilateral and multi-year agreements, in line with the principles of the Paris Declaration on Aid Effectiveness and of the Accra Accord, to increase the flexibility and predictability of funding. Multi-year agreements were reached with Andorra, Australia, Cambodia, Canada, Luxembourg, Monaco, the Russian Federation and the United States. Such contributions increase the flexibility of funding for early responses to chronic hunger and undernutrition. By 27 November 2011, $364 million, 11 per cent of contributions, had been received from 43 multilateral donors: the main contributors were Australia, Canada, Denmark, Germany, the Netherlands, Norway and Sweden, followed by Belgium, China, Cuba, Finland, Ireland, Italy, Luxembourg, New Zealand, Switzerland, the United Kingdom and the United States, and private donors. And by 27 November 2011, 17 Governments had contributed $34 million to the Immediate Response Account. Twinning arrangements, which enable WFP to match donor funds with in kind contributions, doubled to a total of $220 million, including 220,000 tons of food.

4. By 27 November 2011, WFP had received $170 million from multi-donor sources, mainly the Central Emergency Response Fund and the Common Humanitarian Fund system; the former is the seventh largest source of funding for WFP, with contributions of $123 million. WFP received $15.2 million in 2010 and $7.2 million between January and November 2011 from the expanded "Delivering as one" funding window.

5. The Programme continues to develop innovative partnerships with the private sector, donations from which were expected to reach $110 million by the end of 2011; $10 million was contributed online. Innovations in 2011 included a public-private partnership with PepsiCo and the United States Agency for International Development to produce and market chickpeas in Ethiopia and to develop ready-to-use supplementary foods to address malnutrition. WFP, in partnership with

LG Electronics, launched an application allowing customers with new LG television sets to make contributions to the fight against hunger.

6. The Programme continued to work with Governments and multilateral organizations on aid reviews and strategies to enhance efficiency, and is committed to regular self-assessment with a view to maximizing the effective use of contributions.

**Harmonization and joint initiatives**

7. The Programme continued to develop its collaboration with United Nations agencies, in line with General Assembly resolution 63/311 on United Nations system-wide coherence. It participated in the United Nations Chief Executives Board for Coordination, the High-level Committee on Management, the High-level Committee on Programmes, the United Nations Development Group, collaborations at the regional and country levels, and in preparations for the 2012 quadrennial comprehensive policy review.

8. As the Chair of the High-level Committee on Management, WFP led work to maximize efficiency and effectiveness, harmonize business practices and develop the new security management system, which became operational on 1 January 2011. The committee also finalized a framework to assist decision-making in different security contexts with a view to implementing the new how to stay approach.

9. Projects from the Plan of Action for the Harmonization of Business Practices in the United Nations System were completed or reached advanced stages, such as the common framework for vendor eligibility, a feasibility study for common treasury services and a review of human resources management at the country level. Various projects from the United Nations Development Group/High-level Committee on Management mission of 2010 on country-level operational effectiveness were followed up, including a project on common telecommunications platforms led by WFP. The committee and the United Nations Development Group conducted a study on common reporting principles to reduce the reporting burden and transactions costs and increase the transparency and coherence of reporting to Member States.

10. The High-level Committee on Programmes focused on preparations for the United Nations Conference on Sustainable Development (Rio+20) and the post-2015 process for sustainable development goals: this includes a framework to track commitments to achieving the Millennium Development Goals. WFP has a staff member in Global Pulse, which reports on the political, economic, social and environmental aspects of crises.

11. The Programme is a member of the United Nations Development Group, the United Nations Development Assistance Framework programming network and the task force on the Millennium Development Goals acceleration framework; it worked with the Food and Agriculture Organization of the United Nations (FAO) and the International Labour Organization (ILO) to prepare guidelines for integrating food security and nutrition into the United Nations Development Assistance Frameworks. WFP co-chairs the United Nations Development Group and the Executive Committee on Humanitarian Affairs Joint Working Group on Transition Issues, which undertook a review of civilian capacity and coordinated the United Nations response to the International Network on Conflict and Fragility and the work of the

Group of Seven Plus on fragile States. WFP participated in a United Nations Development Group task force to compile lessons learned from common country programme documents, in line with General Assembly resolution 64/289; WFP is participating in the work towards the United Republic of Tanzania's common country programme document.

12. The Programme also participated in the United Nations Development Group working group to improve the induction and orientation of resident coordinators, including in the independent review of the management and accountability system for the resident coordinator system and in the Inter-Agency Advisory Panel to select participants to attend the Resident Coordinator Assessment Centre. At the end of 2011, WFP staff members were resident coordinators in Algeria, Cambodia, the Comoros, Madagascar, Pakistan and Thailand.

13. In May 2011, WFP attended the Fourth United Nations Conference on the Least Developed Countries, during which the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action) was adopted. WFP will support the programme with short-term relief and recovery and long-term assistance for resilience and growth; 70 per cent of WFP operational expenses arise in least developed countries.

14. The Programme attended the Fourth High-level Forum on Aid Effectiveness, held in Busan, Republic of Korea, from 29 November to 1 December 2011, at which progress on the Paris Declaration on Aid Effectiveness and the Accra Accord was reviewed, and the forum focused on efficiency, national ownership and fragile States. WFP delivered a statement from the United Nations Development Group on fragile States, presented Development Group efforts on coherence and simplification and showcased results achieved by the High-level Committee on Management on improving coherence, efficiency and effectiveness of business operations. The forum endorsed the Principles for Good International Engagement in Fragile States and Situations, which call for new approaches to assistance.

15. The Office of Evaluation participated in joint impact evaluations of food assistance for refugees in Ethiopia and Rwanda, led the joint evaluation of the logistics cluster with the Government of the Netherlands, United Nations agencies and non-governmental organizations, and participated in the evaluation of the Horn of Africa crisis led by the Office for the Coordination of Humanitarian Affairs. WFP is a member of the United Nations Evaluation Group and participated in task forces on impact evaluations and joint evaluations.

**Country-led joint programming and "Delivering as one"**

16. In 2010,[1] WFP collaborated with United Nations agencies in 74 joint programmes, in 45 countries. Country-level activities focused on improved coordination of food security and nutrition interventions, participation in the United Nations Development Assistance Framework and follow-up to the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals at its sixty-fifth session. WFP continued its engagement in "Delivering as one" pilots in Cape Verde, Mozambique, Pakistan, Rwanda and the United Republic of Tanzania; it also supported Benin, the Democratic Republic of the Congo, Ethiopia,

[1] Figures for 2011 were not yet available at the time of finalization of this document.

Lesotho, Liberia, Malawi, Mali, Namibia, Sierra Leone and Uganda, which have adopted "Delivering as one" approaches.

17. In Mozambique, WFP participates in seven United Nations joint programmes. WFP leads the "One United Nations" telecommunications services and the joint programme "Building Commodity Value Chains and Market Linkages for Farmers' Associations", which complements Purchase for Progress (P4P). The "Delivering as one" approach has streamlined procurement, communications, human resources and logistics services; the United Nations telecommunications network has reduced transaction costs for agencies. WFP also signed logistics agreements with the United Nations Population Fund (UNFPA), the United Nations Environment Programme (UNEP), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF).

18. In Pakistan, WFP participation in the "One United Nations" pilot has enhanced alignment of its activities with those of other United Nations partners. In Rwanda, WFP participates in thematic groups on education, health and nutrition; it co-chairs the social protection group with UNICEF; and participates in a "One United Nations" programme with FAO, ILO, the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNFPA, the United Nations Industrial Development Organization (UNIDO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to empower women in Kigali. In the United Republic of Tanzania, the "Delivering as one" pilot has increased inter-agency collaboration and enhanced strategies to reduce poverty, prevent HIV and reintegrate refugees. WFP has been non-resident in Cape Verde since August 2010, but continues to support the Government and the United Nations joint office in school feeding.

19. In November 2011, WFP participated in the fourth High-level Intergovernmental Conference on "Delivering as one" in Montevideo, at which evidence was presented of enhanced coherence and efficiency in United Nations activities and improved results. An observed increase in United Nations transaction costs would need to be further assessed against reduced costs for Governments and long-term development impacts. The conference highlighted the need to consider "Delivering as one" lessons learned from country-led evaluations and the independent evaluation that will be part of the 2012 quadrennial comprehensive policy review.

**Common services and premises**

20. The Programme participated in the United Nations Development Group task team on common premises, helping to develop construction guidelines based on the International Building Code and looking into public-private partnerships to fund the capital investments required.

21. Common premises projects are being considered in 20 countries where WFP is present. Large-scale construction has become increasingly difficult as a result of operational constraints, competing multiple agency requirements and lack of capital funding. Under the International Public Sector Accounting Standards, WFP records annually the number of premises shared with other United Nations agencies: in 2009-2010, WFP shared 60 new premises with other United Nations agencies, mainly at the sub-office level.

**World Food Programme performance and risk management**

22. The WFP Management Pl. (2012-2014), which has a new format of a three-year rolling plan with an annual budget, sets out for the first time priorities and resource requirements on the basis of the strategic objectives and the management result dimensions. It also incorporates the recent revisions made to the financial framework of the Programme, to fully support the WFP Strategic Plan (2008-2013) and modalities such as the forward purchasing facility to improve the predictability, flexibility and transparency of resource usage.

23. The approval of the performance management framework in 2010 underlies WFP commitment to establishing a performance management culture; as part of its efforts for continued improvement, the management results framework was also further refined in 2011.

24. Implementation of a strategy for risk management and a related training programme started in 2011, which has taken into consideration the benchmarks of the 2010 Joint Inspection Unit report (JIU/RET/2010/4). The performance and risk organizational management information system will facilitate implementation of enterprise risk management at all levels.

**Humanitarian reform**

25. As a member of the Inter-Agency Standing Committee, WFP contributed to humanitarian reform, which included co-leading sub-working groups and strengthening humanitarian responses through the cluster system. Further to recent challenges encountered in large-scale emergencies in Haiti, the Horn of Africa and Pakistan, the Inter-Agency Standing Committee undertook a wide-ranging review of the humanitarian response model. The humanitarian review was launched by the Emergency Relief Coordinator and the principals of the Inter-Agency Standing Committee in early 2011. WFP participated with a view to ensuring strong, experienced senior humanitarian leadership, streamlined coordination mechanisms and enhanced accountability. The Transformative Agenda 2012 agreed by principals of the Inter-Agency Standing Committee in December 2011 reflects these efforts; its key actions include: (a) agreement to deploy where deemed necessary by the principals a senior/emergency humanitarian coordinator within 72 hours of a "Level 3" response, with "empowered leadership" for up to three months to determine priorities and make the necessary decisions; (b) development of an inter-agency rapid response mechanism to ensure that capable and experienced leaders of operational agencies and clusters are deployed rapidly as necessary; and (c) enhancement of mutual accountability between the humanitarian coordinator, humanitarian country team, cluster coordinators and other cluster partners, based on a clear, concise, time-bound and results-oriented strategy to deliver. WFP is fully committed to implementing the Transformative Agenda; it will draw on its extensive capacity and experience on the ground and its leadership of the logistics and emergency telecommunications clusters and its co-leadership of the food security cluster. An update on the Transformative Agenda and its implementation arrangements will be provided in the humanitarian update to be submitted to the Board at the annual session of the Executive Board in 2012.

26. In 2011, WFP participated in all 27 humanitarian appeals; the appeals included 17 consolidated appeals and seven flash appeals. The Consolidated Appeals Process covered a total $8.9 billion, of which WFP needs accounted for $2.6 billion.

27. The Programme participates in the Executive Committee on Humanitarian Affairs, which includes United Nations political, peacekeeping and security departments, focusing on coordination in large emergencies, thematic issues such as operating in complex security environments and discussion of the situations in Myanmar, the Middle East and North Africa.

28. The drought in the Horn of Africa and the access difficulties that led to famine in southern Somalia were major concerns for the United Nations throughout 2011. WFP provided humanitarian food assistance for 8 million people; a further 4.5 million people benefited from safety net programmes to increase resilience and prevent famine.

29. The inter-agency Horn of Africa Plan of Action initiated by the Inter-Agency Standing Committee involved Oxfam, FAO, WFP, with support from the Office for the Coordination of Humanitarian Affairs and UNDP, in addressing the root causes of food insecurity in the region. The plan, which was initiated in the last quarter of 2011 through a prioritization and scaling up of interventions, aims to bridge the gap between humanitarian and development work with an approach that provides relief, promotes early recovery and supports livelihoods, in line with regional and national policies.

30. Since the launch of the Safe Access to Firewood and Alternative Energy approach in 2010, WFP has reached 1 million people in Haiti, Sri Lanka, North Darfur (the Sudan) and Karamoja (Uganda), in collaboration with FAO, UNHCR and the Women's Refugee Commission. Through the Global Alliance for Clean Cookstoves, led by the United Nations Foundation, WFP brought together UNHCR, UNICEF and the Women's Refugee Commission to ensure access to cooking fuel in the Horn of Africa.

31. The Programme was on the panel of the Inter-Agency Standing Committee to select humanitarian coordinators, and seeks to increase its representation in the humanitarian coordinator system. Of the 43 countries in the cluster system, 31 have humanitarian coordinators; two WFP staff members are humanitarian coordinators and three are in the pool of candidates.

32. The joint FAO/WFP-led food security cluster became operational in April 2011. It is supported by a team from WFP, FAO, the International Federation of the Red Cross, the Gender Standby Capacity project of the Inter-Agency Standing Committee and non-governmental organizations based at WFP headquarters. The cluster is building linkages with non-governmental organizations, the Red Cross and Red Crescent Movement and the other clusters to address cross-cutting themes of the Inter-Agency Standing Committee. Scoping missions and support for country-led food security clusters were deployed in Afghanistan, Côte d'Ivoire, Haiti, the Horn of Africa, Libya and Nepal.

33. During 2011, the logistics cluster, led by WFP, worked to increase the efficiency of its operations and the quality of services provided for partners, with emphasis on sharing resources, managing partnerships and on capacity development with partner non-governmental organizations and national authorities in Haiti, the Horn of Africa and Pakistan.

34. The Programme assumed the leadership of the emergency telecommunications cluster in 2011. A review of its operations and approaches resulted in a new

catalogue of services, clarification of roles and responsibilities, a new preparedness strategy and revision of monitoring and evaluation frameworks.

35. The Programme continued to support the work of other clusters. In March 2011, the global nutrition cluster set up a working group on moderate acute malnutrition chaired by WFP with Action contre la faim, the Centers for Disease Control and Prevention of the United States, Save the Children, UNHCR, UNICEF and the United States Agency for International Development as members. The cluster also published information about specialized nutritious foods and harmonized its decision-making tools to assist partner organizations.

36. In 2011, WFP continued to provide United Nations Humanitarian Air Service in 15 countries, with new operations in Côte d'Ivoire, Iraq and Libya. Between January and November, the service transported 277,465 passengers and 1,879 tons of cargo; 40 per cent of the users were United Nations agencies, 54 per cent were non-governmental organizations and 6 per cent were donor missions and the media. WFP also managed the United Nations Humanitarian Response Depot system.

37. In Somalia, WFP delivered 650,000 tons of food, with the vital support of European Union naval escorts under Operation Atalanta, which ensured the shipment was protected from pirates and reached Somalia, without losses.

## Coherence in achieving food security

### Global food security

38. As a member of the High-level Task Force on the Global Food Security Crisis, WFP contributed to the G-20 action plan on food price volatility and agriculture, the Comprehensive Framework for Action and coordination of food security issues such as "hunger hotspots" in the Horn of Africa and the Sahel.

39. The reformed Committee on World Food Security, whose secretariat consists of FAO, the International Fund for Agricultural Development (IFAD) and WFP, held its thirty-seventh plenary session, in Rome, in October. Three policy sessions, one of which was chaired by the Executive Director of WFP, led to recommendations on food price volatility; investment in smallholder agriculture; and gender, food security and nutrition. A final round of negotiations on the voluntary guidelines on the responsible governance of tenure of land, fisheries and forests in the context of national food security was endorsed. A high-level forum on protracted crises was agreed for 2012 and revisions to methods for measuring hunger and nutrition were examined. WFP and FAO co-hosted a side event with the Standing Committee on Nutrition.

40. Food security was a priority of G-20 in 2011. WFP worked with FAO, IFAD, the United Nations Conference on Trade and Development (UNCTAD), the Organization for Economic Cooperation and Development (OECD), the World Bank, the World Trade Organization (WTO), the International Monetary Fund and the International Food Policy Research Institute on joint policy recommendations on food price volatility. The G-20 endorsed an emergency food reserves pilot project, supported safety nets to counter food price volatility and established the Agricultural Market Information System; WFP also worked on safety nets under the development working group led by UNDP and ILO. For WFP, it was of major

importance that G-20 agreed to remove export restrictions and taxes on humanitarian food and recommended that WTO also adopt the decision.

41. The Programme participated in the L'Aquila Food Security Initiative meetings in Paris and Dakar and was a member of the Global Agriculture and Food Security Program steering committee, which invested $160 million in 2011 in proposals by Cambodia, Liberia, Nepal and Tajikistan.

42. In terms of regional collaboration, WFP and the African Union provided technical and managerial assistance for the African Risk Capacity financial facility. WFP also provided technical support to the African Union to prepare its humanitarian policy framework, disaster management strategy and medium-term capacity-building programme. WFP and the Economic Community of West African States (ECOWAS) are carrying out a cost-of-hunger study with a view to reducing child undernutrition in 12 countries.

43. The Programme supports the Comprehensive Africa Agriculture Development Programme of the New Partnership for Africa's Development, particularly in food and nutrition security, early warning and emergency preparedness and response, and helped to establish an action group to develop capacities to design and implement investments. WFP is alternate chair of the agriculture, food security and rural development cluster.

44. In 2011, WFP and the Common Market for Eastern and Southern Africa signed a memorandum of understanding for technical cooperation in improving food security; other such memorandums were signed with the Intergovernmental Authority on Development and ECOWAS. WFP is helping to standardize policies and programmes, improve food security and nutrition and manage disaster risks. WFP also carried out a feasibility study for a pilot project of ECOWAS to establish targeted emergency food reserves and is working with ECOWAS and other partners to launch the pilot.

45. With the Latin America and Caribbean Emergency Response Network, WFP has established warehouses for pre-positioned food stock and a rapid-response roster and supported emergency information systems; a memorandum of understanding was signed with the Central American Bank for Economic Integration, in May 2011, on collaboration on nutrition. In Asia, WFP collaborates with the Association of Southeast Asian Nations on food security initiatives.

**Nutrition**

46. In September, WFP participated in a Scaling Up Nutrition event in New York to showcase progress in nutrition interventions. The movement aims to increase the effectiveness of nutrition programmes by advocating national leadership, stakeholder ownership and shared responsibility. WFP works with Unilever to facilitate the Scaling Up Nutrition task force on private-sector engagement.

47. The Programme hosts the United Nations inter-agency initiative for maternal and child undernutrition through the Renewed Efforts Against Child Hunger (REACH) partnership, which was established in 2008 by WFP, the World Health Organization (WHO), UNICEF and FAO to combat child malnutrition. On the basis of pilots in Bangladesh, the Lao People's Democratic Republic, Mauritania and Sierra Leone, the REACH approach is now being implemented in Ethiopia, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania.

48. In partnership with FAO, UNICEF and WHO, WFP helped to reform the Standing Committee on Nutrition, with a view to increasing its effectiveness; WFP has chaired that Committee since September 2011. The secretariat of the Standing Committee, the coordinator of REACH and the chair of the Scaling Up Nutrition transition team worked with the Governments of countries where Scaling Up Nutrition activities were implemented during 2011 to facilitate the sharing of experiences and the establishment of links with nutrition organizations.

49. Under the "right foods at the right time" approach, WFP scaled up the deployment of fortified foods for vulnerable populations, increasing its coverage of children, particularly during the critical first 1,000 days of life; support to children under the age of 2 increased, from 50,000 children supported in 2008, to 2.5 million children supported in 2010.

**Gender**

50. The Programme works with UN-Women and other partners to encourage innovation, enhance capacities and improve accountability for gender mainstreaming. The WFP Gender Innovations Fund was established in 2010 to encourage country offices to set up partnerships to design and implement projects based on gender analysis. The fund supports 29 country offices and their partners.

51. The Programme has adopted the gender marker of the Inter-Agency Standing Committee to assess projects for gender sensitivity, and is committed to integrating gender into needs assessments; minimum standards and a gender mainstreaming accountability framework were developed to support this process. WFP is also developing corporate gender indicators, in line with its shift to a food-assistance role.

52. Several joint events were held with Rome-based agencies, the World Bank and UN-Women. During the sixty-sixth session of the General Assembly, the Executive Directors of WFP and UN-Women, the Minister for Foreign Affairs of the Netherlands and private-sector leaders met to discuss women and nutrition. A meeting was hosted by FAO, IFAD, UN-Women and WFP on the economic empowerment of rural women, with recommendations contributing to the fifty-sixth session of the Commission on the Status of Women, in 2012. The Rome-based agencies and UN-Women are collaborating on a joint programme to empower rural women.

53. The Institute of Development Studies and WFP have developed a gender strategy for P4P and a three-year programme of research into gender-related innovations. WFP also participates in the inter-agency task force on rural women, the task force on prevention of sexual exploitation and abuse of the Inter-Agency Standing Committee, in which WFP established an internal advisory group, and the inter-agency network on gender equality and women's empowerment.

54. The Programme takes gender into account in its management, recruitment and career development policies: the proportion of international professional staff of WFP who are women remained stable in 2011, at 40 per cent, and the percentage of women participating in the Management Development Centre of WFP, run by the Cranfield School of Management, in the United Kingdom, increased from 27 per cent in 2010 to 41 per cent in 2011. Women were also supported through the Management Centre Europe, in Brussels (61 per cent of participants in 2011 were

women) and a middle manager programme (41 per cent of participants in 2011 were women).

**Collaboration among the Rome-based agencies**

55. Collaboration among the Rome-based agencies is reported in the document submitted to the Board at its second regular session of 2011. In 2010, WFP and FAO collaborated in 62 countries on 95 projects; WFP and IFAD collaborated in 15 countries on 17 projects.[1] In 2011, WFP, FAO and IFAD launched the first tripartite State of Food Insecurity in the World report, which focuses on food price volatility.

56. In November 2011, the Board approved the joint FAO and WFP strategy on information systems for food and nutrition security to help countries to develop evidence-based responses to food insecurity; as part of this strategy, WFP, FAO and the International Food Policy Research Institute established a food security information network with a view to sharing standards, best practices and advocacy. WFP, FAO, IFAD, OECD, UNCTAD, the World Bank, WTO and the International Food Policy Research Institute constitute the secretariat of the Agricultural Market Information System, which was launched by ministers of agriculture of G-20, in June 2011, to improve food market information.

57. The collaboration between FAO and WFP on Integrated Food Security and Humanitarian Phase Classification continued, with analyses conducted in 11 countries and revisions to the related manual. The Global Information and Early Warning System of FAO and the Vulnerability Analysis and Mapping Unit of WFP analysed markets in Bangladesh, Burkina Faso, Malawi, Nepal and Pakistan under a shock impact modelling project, which studies the impact of shocks on household incomes and food expenditures. During 2011, FAO and WFP carried out joint crop and food security assessment missions in the Democratic People's Republic of Korea, the Lao People's Democratic Republic, Madagascar, Mauritania, Niger and Syria.

58. On 27 June 2011, the heads of the Rome-based agencies and the European Commission signed a statement of intent on cooperation in food security and nutrition focusing on nine priority areas, with an emphasis on countries in protracted crisis; the agreement stems from collaboration in the European Union Food Facility.

59. The Rome-based agencies enhanced their administrative collaboration in 2011 by mainstreaming the common procurement team; in its second year, joint bidding aims at a combined savings of 3 per cent of contract value. The goals for 2012 focus on harmonization and streamlining of processes, increased use of electronic procurement, new performance indicators, a sustainable procurement action plan and expansion of collaboration on procurement to other United Nations agencies.

60. The weather risk management facility of WFP and IFAD continues to develop tools to manage weather risks with a view to improving rural livelihoods and reducing hunger. Cooperation among the Rome-based agencies included preparations for the seventeenth conference of the parties to the United Nations Framework Convention on Climate Change, held in Durban, South Africa, preparation of a joint statement for the Rio+20 outcome document and contributions to new initiatives such as the "green economy".

61. The Rome-based agencies and WFP marked International Women's Day and held joint training for staff at headquarters, at workshops in May 2011, on use of the gender marker in the food security cluster to improve beneficiary targeting and gender equality outcomes; 40 staff members from FAO, WFP and the global food security cluster attended. On 20 October 2011, FAO and WFP signed a letter of agreement with the United States Peace Corps to expand food-security activities.

**Capacity development**

62. In 2011, WFP provided technical assistance for Governments assuming ownership of food security programmes and helped to improve the design and management of national food security programmes. For example, capacity development is part of the portfolio of WFP activities in nine countries in Asia, focusing on food security analysis, social safety nets, food reserves, emergency preparedness and response, nutrition and education, with a view to ensuring sustainability once WFP involvement ceases.

63. In Cape Verde, WFP helped to formulate and implement a handover road map for the school meals programme in 2007; handover was completed in July 2010. A four-year "One United Nations" technical assistance programme started in 2011, with a view to assisting the Government in aspects such as nutrition education and hygiene, in which WFP will provide policy support, procurement models, logistics, a fund-raising strategy and monitoring and evaluation for two years. In Bhutan, WFP will design a capacity development programme to enable the Government to assume ownership of the school feeding programme by 2018. In Swaziland, WFP collaborates with the United Nations country team in enhancing the Government's vulnerability assessment system. In Cambodia, WFP, UNICEF and WHO are collaborating to improve Ministry of Health coordination and targeting in addressing child malnutrition.

**South-South cooperation**

64. In line with the Strategic Plan (2008-2013), WFP is implementing South-South cooperation initiatives to promote scalable food security and nutrition solutions. In Latin America and the Caribbean, WFP is using experience in Brazil, Chile, Colombia and Mexico to enhance national school feeding programmes, and South-South cooperation is supporting the development, production and distribution of nutritional products for children and women in Bolivia, Ecuador, Panama and Peru. Capacity development in Latin America will help to eradicate child undernutrition and reduce micronutrient deficiencies through exchanges of best practices, including through the Micronutrient Initiative (see www.micronutrient.org), technical meetings and training for counterpart staff.

65. In November 2011, the Centre of Excellence was launched in Brazil to provide technical assistance for developing countries. The intention is to mobilize Brazilian expertise to support school meals programmes and, eventually, other modalities. Missions from Ecuador, Mali and Timor-Leste visited the centre and in November 2011 a course was held, for representatives of 20 countries, on the Brazilian experience of sustainable school feeding programmes.

66. The Programme participated in the fourth Global South-South Development Expo, held in Rome, in December 2011, organizing a forum on nutrition, HIV/AIDS and food security that showcased successful South-South solutions in

mainstreaming nutrition in HIV/AIDS programmes. WFP is committed to supporting South-South cooperation, including through the Istanbul Programme of Action.

## Initiatives and partnerships

### Purchase for Progress

67. Members of the Purchase for Progress (P4P) technical review panel include FAO, IFAD and the World Bank; other members are drawn from the International Food Policy Research Institute, Intermón, Oxfam, Sasakawa Global 2000, the Inter-American Institute for Cooperation on Agriculture and Michigan State University.

68. Technical support for P4P by FAO and IFAD continues to grow: a memorandum of understanding between FAO and WFP is being prepared with a view to linking social protection programmes with food procurement from smallholder farmers in some African countries. The proposed two-year programme is valued at $2.3 million; it will be piloted, with funding from Brazil, in Ethiopia, Mozambique and Senegal.

69. The Programme has P4P partnerships with FAO in 12 countries to provide technical and capacity-building support. Collaboration with FAO and other organizations includes helping increase maize production in the Democratic Republic of the Congo and providing conservation agriculture expertise to enhance production in Ethiopia.

70. Collaboration with IFAD is facilitating access by farmers' organizations to agricultural credit in Burkina Faso and Mozambique; the modality is also being negotiated in Ethiopia and Ghana.

71. Most countries implementing P4P have established coordination mechanisms that bring together Governments, FAO, IFAD, donors, non-governmental organizations and private-sector organizations to discuss policy and implementation issues and provide guidance. Other partnerships include work with ILO in Zambia on business training for farmers' organizations, the UNDP "Millennium Villages" project in Malawi and Uganda, World Bank initiatives in Burkina Faso, Rwanda and Sierra Leone, and with the United Nations Capital Development Fund in Malawi and Uganda.

72. Support and capacity-building for P4P is provided by 32 international non-governmental organizations in the pilot countries: World Vision International, for example, has partnerships in eight pilot countries; the Sasakawa Africa Association and Catholic Relief Services, in six; and Oxfam, in two.

### School meals

73. School feeding programmes, assisted by WFP, reached 22.4 million children in 62 countries in 2010; 49 per cent of beneficiaries were girls. WFP provided incentives or take-home rations for 2.1 million girls and assisted 1.8 million pre-primary children. Provision of the essential package was supported by WFP and UNICEF with education services and food, by FAO with school gardens and by WHO with deworming.

74. In 2011, the partnership between WFP, the World Bank and the Partnership for Child Development involved missions in Ghana, Haiti, Kenya, Mali, Mozambique, Senegal, the Sudan and Togo. WFP and the World Bank enhanced their relationship with China through the China Development Research Foundation, for example through participation in a national symposium on school meals; work will continue in 2012 to enhance early childhood development and school meals.

75. The Boston Consulting Group and WFP analysed the annual costs of WFP school feeding to establish benchmarks. Fortified biscuits were the most cost-efficient option in terms of micronutrient delivery; take-home rations were most cost-efficient in terms of quantity delivered. The average annual cost per child, in 62 countries, in 2010, was $41. Cost/benefit models of school feeding showed positive ratios in Bangladesh, Cambodia, Chad, Ghana, Kenya, the Lao People's Democratic Republic, Malawi, Mozambique, Tajikistan and Zambia.

76. The Programme continued to support nationally financed school feeding programmes. Examples include Ghana, where WFP supports the Government in designing a school feeding policy and a monitoring and evaluation system; and Kenya, where the Government is taking over 50,000 children from WFP operations each year and WFP is working to increase the capacities of national counterparts to manage the programme. Bangladesh is to start a national school feeding programme in December 2011.

**Cash and vouchers**

77. The Programme's portfolio of cash-based interventions continues to increase. By November 2011, there were 48 operations with a combined transfer value of $201 million, representing 5 per cent of WFP expenditure on its programme of work. This compares with budgets of $138 million in 2010 and $41 million in 2009. Projections envisage an increase in cash and voucher programming to 17 per cent of the programme of work by 2014, and to between 30 and 40 per cent by 2015.

78. A new WFP service was established in 2011 to oversee changes in programme design and the development of new partnerships and business processes. Four distribution models were developed, with responsibilities allocated to divisions to develop and integrate the new tools into existing processes. Staff are being trained to mainstream cash and vouchers in WFP food assistance projects.

79. The Programme relies on partnerships to implement cash and voucher schemes. It recently co-chaired a round table with the European Community Humanitarian Aid Office on scaling up cash-based interventions with donors, non-governmental organizations and the United Nations system. WFP is developing new partnerships with private-sector financial service providers and telecommunications companies.

80. The capacity to design and implement cash-based interventions at scale will enable WFP to respond more flexibly to food insecurity and improve efficiency and effectiveness. WFP is developing cash and voucher-based responses to the crisis in the Horn of Africa; in Kenya, cash-transfers totalling $26 million will meet the needs of 1.1 million people affected by drought; and in Somalia, WFP completed a mission to explore the use of cash-based responses.

**Disaster risk reduction and management and climate change**

81. The Board approved a policy in November 2011 that promotes food and nutrition security outcomes through improved disaster risk reduction and livelihood protection. The policy emphasizes the importance of partnerships, establishes comparative advantages and priorities, and envisages interventions to develop Government capacities in disaster risk reduction systems and community risk-reduction and resilience-building programmes.

82. With the Rome-based agencies and the World Bank, WFP is working to implement "climate-smart" agriculture, an evolving concept that brings sustainable increases in food production with benefits from the management of natural resources and resilience-building to achieve food security; it also delivers reductions in emissions.

83. The Programme has partnerships in insurance and risk finance, in which it is leading innovation. For example, WFP has helped the Government of Ethiopia to develop a risk-management framework that includes an early warning system based on weather indices to trigger finance to scale up the productive safety net programme. The WFP and IFAD weather risk management facility and initiatives such as the WFP and Oxfam rural resilience initiative have contributed to weather risk management, with innovative approaches to insurance and finance mechanisms to help vulnerable communities and Governments to manage risk.

**Memorandums of understanding with other United Nations agencies**

84. The Programme and UNHCR updated their memorandum of understanding in January 2011, with changes relating to: (a) the "persons of concern" category, to cover support for internally displaced persons; (b) responsibilities for resource mobilization and joint activities in refugee camps; and (c) cooperation on new modalities for food assistance.

85. The memorandum of understanding between WFP and UNICEF was revised in April 2011: the nutrition matrix was updated to reflect WFP responsibility for moderate acute malnutrition, UNICEF responsibility for severe acute malnutrition, coordination in the field and cooperation in responding to mother-and-child health needs. Tasks related to HIV and AIDS are now based on the division of labour model of the Joint United Nations Programme on HIV/AIDS.

86. The Programme signed a memorandum of understanding with UNEP in April 2011 to enhance collaboration in addressing food insecurity, hunger and malnutrition, and to promote environmental protection, sustainable natural resource management, disaster risk reduction and adaptation to climate change.

87. In September 2011, UN-Women and WFP signed a joint statement of action on empowering rural women's associations and small-scale businesses to break the intergenerational cycle of hunger; improving livelihood opportunities for women; advocating for gender equality; supporting the safety of women and girls in volatile situations; and enhancing women's control of food-security reserves.

88. A draft letter of collaboration with WHO is being held over until 2012, in view of reform process within WHO.

**World Bank**

89. Collaboration with the World Bank on school feeding continued in 2011: this included continuation of World Bank funding in Haiti and joint missions to Senegal, the Sudan and Togo in response to Government requests for support for national school feeding programmes.

90. The Programme initiated a new partnership with the World Bank, through REACH, on developing a model for packaging and costing options for reducing stunting and global acute malnutrition at the district level. The model is being tested in Bangladesh.

91. The Programme continued its collaboration with the World Bank and FAO on developing partnerships to promote climate-smart agriculture: identifying points of entry for collaboration; producing a compendium of best practice in climate-smart agriculture; and introducing and scaling up adaptation and mitigation measures in agricultural investment programmes.

92. In 2011, WFP and the World Bank increased their collaboration on local procurement. Promising local procurement partnerships are being established in Burkina Faso, Rwanda, Sierra Leone and South Sudan through the P4P initiative.

**Non-governmental organizations**

93. In 2010, WFP partnered with 2,000 non-governmental organizations in 162 projects in 66 countries, distributing 2.2 million tons of food, which represents 50 per cent of the total food distributed; 90 per cent of the non-governmental organizations were local or community-based. These partners provided technical capacity, knowledge-sharing, resources, operational capacity and support through their relationships with communities.

94. Enhancing collaboration with non-governmental organizations at the strategic and policy levels is a priority with a view to improving the efficiency and effectiveness of emergency response, recovery and development interventions. WFP partners Action contre la faim, Oxfam, Save the Children, the Norwegian Refugee Council, Catholic Relief Services and World Vision International helped to formulate the policy on cash and vouchers at WFP workshops; non-governmental organizations also assisted with preparation of the protection policy and guidance on gender-based violence. WFP also consulted non-governmental organization partners on proposals to G-20 for a pilot emergency food reserve system in West Africa.

95. In November 2011, WFP and the Swiss Agency for Development and Cooperation jointly sponsored a workshop entitled "Building resilience: bridging food security, climate change adaptation and disaster risk reduction" that involved Government representatives, the Rome-based agencies, Save the Children, Oxfam and Helvetas Swiss Intercooperation in identifying lessons learned, opportunities and challenges in building resilience.

96. Since 2010, WFP has been collaborating with Save the Children United Kingdom on its "Cost of the diet" software: this has involved joint analyses in 10 countries in Africa, Asia and Latin America. WFP also collaborated with a large number of national Red Cross and Red Crescent societies, in various operations, in 2010.

## Institutional governance

97. The joint meeting of the boards of UNDP/UNFPA/the United Nations Office for Project Services (UNOPS), UNICEF, UN-Women and WFP in New York, in 2011, examined issues of equity, gender mainstreaming, emergency response, the transition to recovery and development and "Delivering as one". A delegation representing the boards of UNDP/UNFPA/UNOPS, UNICEF and WFP visited the Philippines, from 26 March to 2 April 2011, and witnessed innovative conflict prevention, emergency preparedness and recovery and humanitarian approaches.